THE GEORGE WASHINGTON UNIVERSITY
Washington, D.C.

MINUTES OF THE REGULAR MEETING
OF THE FACULTY SENATE HELD ON
FEBRUARY 14, 2003 IN THE ALUMNI HOUSE

Present: President Trachtenberg, Vice President Lehman, Registrar Geyer, Parliamentarian Pagel; Deans Southby and Tong; Professors Balla, Briscoe, Castleberry, Cawley, Duff, Gallo, Griffith, Gupta, Haque, Harrington, Klarén, Maggs, Paratore, Robinson, Simon, West, Wilmarth, Wirtz and Zaghloul

Absent: Deans Frawley, Futrell, Harding, Phillips, Williams, Whitaker, and Young; Professors Cordes, Divita, Friedenthal, Glascock, Kennedy, Pelzman, and Sell

The meeting was called to order by President Trachtenberg at 2:20 p.m.

IN MEMORIAM

Professor Lynda L. West introduced Professor Ralph O. Mueller who read "A Tribute to the Memory of Dennis Howard Holmes," Professor Emeritus of Education, who passed away December 20, 2002. (The tribute prepared by Ralph O. Mueller, Chair of the Department of Educational Leadership and Professor of Educational Research Methods, is attached and made a part of these minutes.)

Professor Lilien F. Robinson read "A Tribute to the Memory of Helen Bates Yakobson," Professor Emeritus of Russian, who passed away on December 4, 2003. (The tribute prepared by Lilien F. Robinson, Professor of Art, is attached and made a part of these minutes.)

President Trachtenberg said that he thought the tributes very moving, and added that he had read Dennis Holmes's obituary when it appeared in the Washington Post. It occurred to him then, and had just struck him again, in listening to the remarks about these Senate colleagues, what extraordinarily accomplished and interesting people they were. President Trachtenberg then said that he thought it would be a useful thing, perhaps, if the Senate were to designate someone to work with Vice President Michael Freedman to see to it that some format was developed for running short obituaries in By George so that the campus community would be informed when its members pass away. These obituaries are actually small histories and biographies, and he said he thought they reinforce the depth and the capacities of the people who have gone, but they also serve those who survive them. In response to the President's comments, Professor Robinson said that the Executive Committee would be happy to designate such an individual to work with Vice President Freedman on this.

APPROVAL OF THE MINUTES

The minutes of the meeting held on December 13, 2002, were approved as distributed.

UPDATE ON THE GELMAN LIBRARY

University Librarian Jack Siggins began his presentation by saying that while GW has five libraries, he is administratively responsible for three: Gelman, Mount Vernon, and the Virginia Campus. The Burns Law Library, and the Himmelfarb Health Sciences Library report directly to the Deans of their respective schools: Law, and Medicine. Librarian Siggins then said that during the portion of his presentation where he talked about the rankings of GW's libraries among the Association of Research Libraries (ARL), he would be referring to cumulative total statistics for all five libraries. However, the rest of the time he would be discussing only the three libraries for which he was directly responsible, or the Gelman Library System (GLS). Librarian Siggins then pointed out that all five of GW's libraries work very closely together and are constantly seeking opportunities to cooperate and coordinate with each other. In these efforts, Librarian Siggins said that both professionally and personally, it was a point of tremendous satisfaction to have such excellent partners to work with in Scott Pagel (Burns Law Library), Anne Linton, and Shelley Bader (both of the Himmelfarb Library).

In terms of environmental factors, Librarian Siggins said that the single most positive factor for the three libraries of the GLS in recent years was the addition of $1 million to the base budget for collections in Fiscal Year 2002. This infusion and its continuing presence in FY 2003 has greatly expanded the number of resources purchased in terms of larger numbers of books, periodicals, and electronic DataBases. While undergraduates have benefited the most from this development, he said, graduate students and faculty will also see more relevant resources for instruction and research. The infusion of funds is most welcome he said, because it comes at a time when the University is entering a period of fiscal strain from declining resources and increased demand for operating and capital funds. This increased funding also acknowledges the need to improve the University's libraries and indicates that the University administration is committed to raising the libraries to a level commensurate with its goal of becoming a top-rated academic institution. Both he and his senior staff, he added, take pains to acknowledge this support at every opportunity when interacting with faculty and staff.

Despite this and earlier infusions of funding to the libraries, Librarian Siggins continued, several negative elements must be addressed if the momentum toward improved library services is to be sustained:

- increased enrollment places a heavier burden on seating capacity, equipment use, collection use, library instruction and staff resources;
- increased enrollment directly raises prices of some e-resources that are based on the total size of the user cohort; and
- the annual inflation rate in collection prices is 7.5%

Librarian Siggins then said that, in order for a university to be a top-tier institution in reputation and in fact, it must have an excellent library. Or, put more precisely, while the presence of an excellent library will not necessarily guarantee a ranking among the elite, no university can be top-ranked without an excellent library. If GW is to have a realistic chance of becoming a top-tier institution, it must have a library collection of high quality and broad scope. To build such a collection, two conditions are required: (1) <u>sustained purchasing power</u>

in the collection budget from one year to the next over a period of several years; and (2) consistent budget support. To do this, a library's collection budget must increase annually by an amount that accommodates both increased enrollment and annual price increases for books, periodical subscriptions, electronic resources and other materials. For the last four years, that annual inflationary rate has been 7.5%.

Throughout its early history, GW did not meet either requisite, Librarian Siggins said. Evidence of this appears in the fact that GW's libraries did not obtain their one millionth volume until 1984, or 163 years after its founding. It was also unable to qualify for membership in the prestigious ARL until 1998, after President Trachtenberg arrived. Librarian Siggins then said it is to their profound credit that President Trachtenberg and Vice President Donald Lehman recognized the need to bring the libraries up to a higher standard and to attain membership in the ARL.

However, Librarian Siggins continued, despite this increased funding and improvements in the quality of library services, consistent budget support and sustained purchasing power have not been available from one year to the next; rather, there has been a kind of budgetary feast or famine in which an exceptional increase one year has been followed by little or no increase the next. This has hindered planning, which in turn has hampered the ability to improve the overall quality of the collections. As a consequence, in terms of quantity and quality of the collection, GW's main library resources continue to be roughly equivalent to those of a very good college library, but they are not capable of adequately supporting an ambitious graduate and research program.

Evidence of this shortfall appears in several ways, Librarian Siggins said.

(1) In the recent Strategic Planning gap survey, respondents indicated satisfaction with such things as library service and furniture, but criticized the quality of the library collection (this was particularly true of faculty);

(2) at forums over the last several years, students have increasingly criticized the University for not making libraries a higher funding priority, especially the collections;

(3) GW is the largest interlibrary loan (ILL) borrower of books from both its primary consortium (Washington Research Library Consortium, or WRLC) and its secondary consortium (Chesapeake Information and Research Library Alliance, or CIRLA), borrowing twice as many as it lends;

(4) GW ranks near the bottom in relevant collection quality indicators among the 99 U.S. university members of the Association of Research Libraries (source: Gelman Library System: Facts at a Glance and Summary of Rankings among ARL).

Librarian Siggins then described the GLS budget, reporting that in Fiscal Year (FY) 2002 the total budget for collections for all three GLS libraries was $4,532,026. Of that amount, $245,825 went to cover the cost of inflation in prices over FY 2001 prices. With the balance, GLS was able to purchase more books, e-resources, and subscriptions.

For FY 2003, the total collections budget is $4,378,000 (the decrease from FY 2002 totals was due to a decline in restricted, or R-funds). Out of this amount, GLS has to cover the cost of inflation over FY 2002 prices in addition to e-resource price increases (due to increased student enrollment) totaling $335,475. Because GLS received no increase in its FY 2003 budget allocation, however, the number of books, journals and resources to be purchased in FY 2003 will be smaller than FY 2002 in that same amount of $335,475. To put this in perspective, Librarian Siggins added, if this last amount were to be spent solely on books, it would represent a decrease in the number purchased of approximately 5,000-6,000 volumes.

In FY 2004, GLS will require an additional $328,350 again just to maintain the FY 2003 purchasing rate. If that amount is not forthcoming, the number of books, journals and e-resources will be smaller than in FY 2003. Again, in terms of books only, this would represent another 5,000-6,000 fewer volumes purchased.

Therefore, to sustain in FY 2004 the collection purchasing power available in FY 2003, the three libraries of the Gelman Library System will need $328,350 added to its collection budget. Coming on top of a loss in purchasing power due to inflation in FY 2003 of $335,475, this increase for FY 2004 becomes even more important.

Librarian Siggins went on to say that, in addition to the high quality of service provided by library staff, the most positive element in GW's libraries is access to nearby libraries as a result of membership in WRLC and CIRLA. But, he added, consortial arrangements can only supplement, not supplant, an institution's library collections. At some point, a university seriously aspiring to raise its academic standing and standards must address the quality of its libraries and the prominent role libraries must play in academic life. At GW, this will entail a shift in attitude toward libraries among University priorities, from that of a somewhat marginal necessity to one of the highest importance. Some universities with long histories of strong library support can absorb relatively easily a year or two of smaller library allocations during periods of budgetary downturns, but GW has no such productive tradition to fall back on.

To the extent that GW is successful in improving its academic standards and research output, its prominence and influential status will be enhanced, and its estimation among the public at large will rise. Critical to that process is access to quality library resources for students and faculty. Within the Association of Research Libraries, continuous growth in library support will result in gradual improvement in the rankings of GW's libraries compared to those of other institutions.

Looking toward the future, Librarian Siggins said the following factors will be of critical importance for the GLS:

(1) Increases in enrollment, whether from a Trimester conversion or from another source, will heavily impact library services in GLS: causing a greater need for seating space, increased wear on equipment, and increased costs for subscriptions to current E-DataBases, which have pricing structures based on the total number of users. GLS is currently spending over $600,000 annually for these E-DataBases, but if and when enrollment is increased by 3,000 students above the current level, direct subscription costs to GLS for these increasingly vital electronic resources will increase another $100,000-120,000, without even factoring in the cost of annual inflation.

(2) Implementation of the University's Academic Excellence Program will impact GLS's instructional capabilities.

(3) Another impact of a Trimester conversion or enrollment increase would be significant costs to GLS for staff, and significant cost increases for equipment can also be expected. The Library, he added, is working on estimates to plan for this possible development.

(4) Another Big Need: Space to accommodate current shortfalls and future increases in enrollment.

Librarian Siggins then turned to the Gelman Library System FY 03 Budget Ratio Analysis on page two of his handout which details the GLS Summary of Rankings compared to other ARL member institutions. 84% of GLS funding is comprised of budget support provided by the University, and 16% of its support is derived from R-funds. Another local institution, Georgetown University, has a budget ratio for library support of 81% in the C-fund category versus 19% in R-funds.

In conclusion, Librarian Siggins said that the effort to improve libraries cannot realistically be left solely to the University Administration, and that GLS cannot continue to rely on University allocations alone. Consequently, GLS staff is working to increase the GLS endowments, seek gifts targeted for the libraries, and generate additional funding support. In order to accomplish these goals, GLS staff has worked closely with the Advancement Office, in particular with Vice President Beverly Bond and Associate Vice President Joe Hall to expand the library donor pool. Another initiative introduced by Librarian Siggins was the establishment of an in-house, three-person Library Development Office under the direction of Dr. Jack Feldman. These and other efforts have already raised substantial funding for the GLS which was not available before. Librarian Siggins then invited Senate members to review the more detailed fundraising information contained in his Gelman Library System Advancement information packet. He then thanked the Senate for its attention and invited questions.

Professor Duff said that he was astounded by the Librarian's comment that GW is the largest borrower in the Consortium, and he asked if this reflected poorly on the University. Librarian Siggins responded that it did not, but that other institutions are aware of GW's heavy usage. Libraries are judged by other criteria, he added. In addition to input factors such as the number of books and periodicals, and the size of the budget, output factors are important as well, that is, what the libraries are doing for students in terms of the quality of their education, enhancing their ability to think and do research, and ultimately, to obtain their degrees.

Professor Griffith said it seemed somewhat odd that GLS has only achieved the status of a good undergraduate library, given the fact that the Master's programs form such a very large part of the educational enterprise here, and graduate students tend to be larger users of the library collections than undergraduates. Librarian Siggins responded by describing the Conspectus, which is a national study that every academic and research library in the U.S. and Canada does of its own collection. The purpose of this study is to grade, or rank, the quality of a library collection in all of the various subject fields that exist in the academic work. On a scale where a score of 1 is lowest and 5 is highest, GLS (this figure excludes Law and Medicine) has no subject field that ranks at the 4 level. Librarian Siggins added that while that

leaves the GLS collection on the high side of the bachelor's degree institutions, the score does not reflect a collection which adequately supports doctoral programs even though the University has some 48 such programs.

Professor Griffith then asked if one of the problems caused by uneven funding would be difficulty in obtaining newly-published books, given their short shelf life and availability. Librarian Siggins confirmed that the window of opportunity to obtain newly-published books was very short, sometimes as little as 18 months, and this meant that books might not be purchased at all unless they were obtained on the out-of-print market where prices are high. The discount of 10-15% usually available to academic libraries buying in bulk is also lost under these circumstances, he added.

Professor Griffith asked if the University still has a policy that requires departments wanting to add serials in support of some new research or graduate student activity to delay new serial purchases until one of the old serial subscriptions is dropped. Librarian Siggins said that when the GLS received the additional $1 million to its base budget, it had been able to increase tremendously its purchases of monographs and serials, particularly those available in electronic format. However, when funding to meet increased needs is not available, difficult choices need to be made and one result might be restricting the purchase of serials or monographs. Librarian Siggins added that the University's membership in the WRLC was especially important in terms of ensuring access to library resources, and was worth several times the cost of the membership. If GLS itself had the 7 million volumes available through this consortium membership, he added, GW would rank among the top 7 or 8 institutions in the quality of its collection. (Information concerning the GLS distributed at the meeting by Librarian Siggins is attached to these minutes.)

UPDATE ON THE SCHOOL OF PUBLIC HEALTH AND HEALTH SERVICES

Richard F. Southby, Interim Dean of the School of Public Health and Health Services, (SPHHS) began by saying that he was very pleased to provide the Faculty Senate with an update on actions taken in the School concerning the ratio of tenure to non-tenure accruing faculty. This update, he said, was pursuant to the provisions of Resolution 01/11 adopted by the Faculty Senate during the 2001-02 Session. He then distributed a written report on these actions which is summarized below.

Dean Southby told the Senate that, since his appointment as Interim Dean on July 1, 2001 his decanal colleagues, (the Department Chairs) and he had been very much aware of serious imbalances in faculty staffing in the School. As part of the School's strategic planning activities and the budget processes in 2001 and 2002, Dean Southby said he asked the chairs to review the existing faculty composition in relation to present and expected needs over the next five years. He also said he made it clear to all faculty that it is important to assess the current faculty staffing situation, identify the gaps, establish priorities, and implement faculty searches as positions are approved.

In assessing the needs of the Departments and the School, Dean Southby said that 16 current non-tenure accruing positions have been identified which will be considered for conversion to tenure-accruing positions. These positions will be recruited nationally in accordance with University policies and procedures including those related to minority recruitment. The School is now in the process of prioritizing these positions in order to keep within budget constraints of the School for the 2003-2004 fiscal year.

Dean Southby then described recruitment efforts currently underway:

Department of Epidemiology and Biostatistics	**2, (1 tenure-track, 1 tenure)**
Department of Health Services Management and Leadership	**2, (non-tenure)**
Department of Prevention and Community Health	**3, (1 non-tenure, 2 tenure-track)**

There are also searches in progress for a Dean of the School and Chairs of the Department of Health Services Management and Leadership and the newly-created Department of Health Policy. All three are tenure positions.

Dean Southby then summarized current tenure and Tenure-track Positions by Department for the years 2002-03 as shown in the table below:

DEPARTMENT	2002	2003
Environmental and Occupational Health	1	1
Epidemiology and Biostatistics	3	4*
Health Services Management and Leadership	Health Services Management And Policy 5	2
Health Policy	xxxxxxxxxxxxxxxxx	2
Global Health	International Public Health 1	2
Prevention and Community Health	4	4 **
Exercise Science	xxxxxxxxxxxxxxxxx	1
Totals	14	16***

* Includes one under active recruitment for tenure.
** Includes one active recruitment for tenure-track.
*** Plus 3 tenure positions for Chairs of the Departments of Health Services Management and Leadership and Health Policy and Dean of the School.

In summary, Dean Southby said that the number of tenure and tenure-track positions has increased by 5 for a total of 16 since 2002; this total will reach 19 as additional searches are implemented over the next two years for Chairs of the Departments of Epidemiology and Biostatistics, Global Health, and Exercise Science. Altogether, current recruitment activities will bring the School of Public Health and Health Services into closer compliance with the Faculty Code.

President Trachtenberg asked Dean Southby to comment on the quality of applicants sought in these searches. Dean Southby said that the School is very concerned about recruiting high quality faculty, and that in fact, one of the individuals presently being sought is a top researcher in his field. Procedures have also been put in place to try to attract a more diverse applicant pool. This is not easy, he said, as there is great competition for minority faculty with doctorates.

Professor Gupta observed that the School is now recruiting for 7 positions, 4 of which are in tenure track/tenure slots, and 3 in non-tenure slots. This does not advance the School's situation vis á vis the percentage of tenured faculty, he added. Dean Southby agreed, but said that an improvement in overall ratios for the School was probably further down the road.

Professor Griffith asked Dean Southby what percentage of the School's total faculty would be tenure or tenure/track once the total of 16 was reached. Dean Southby responded

that the total of full-time faculty in the School was about 75. Professor Griffith asked Dean Southby if this, then, was something of a small step in the right direction, and Dean Southby responded that the School has to be realistic as it cannot move forward any faster within existing budget constraints. Even with the 16 tenure or tenure/track positions already described, the School still needs to go through a very careful process to make sure that it can actually do national searches for these positions, and all of the positions cannot be filled at once. Professor Griffith then asked if Dean Southby could tell the Senate what the possible time frame might be for bringing the School into compliance with the Faculty Code. Dean Southby said the School is still working its way through this, but that he expected compliance within about five years.

The President asked Dean Southby if the School had not recently been reaccredited, as concern about this had been expressed by the Senate. Dean Southby confirmed that this was so and that the School received a lot of positive comments as a result of the accreditation process. However, the accreditation team did take particular note of tenure ratios in the School.

Professor Gupta, member of the Appointment, Salary, and Promotion Policies Committee, said that this Committee had met that morning, and they had discussed the issue of faculty tenure ratios in the Graduate School of Education and Human Development. One of the questions that was asked was whether or not there is a salary differential between a tenure-slot faculty member and a non-tenure slot faculty member in that School. The Dean of the School told the Committee that there was a significant amount of differential as far as salary was concerned. Professor Gupta then asked Dean Southby whether this same sort of salary differential existed in the SPHHS. Dean Southby said there was not a major difference as the School was trying to rationalize the salary picture as there are quite marked differences from department to department. Some principles have been put into place to reduce salary differentials, but again, this can only be done gradually.

BRIEFING BY GW UNIVERSITY COUNSEL CONCERNING THE CAMPUS PLAN AND A RECENT ZONING DECISION BY THE U.S. COURT OF APPEALS

Vice President and General Counsel Dennis H. Blumer thanked the Senate for inviting him to speak about recent developments in the Campus Plan case which his Office has been working on for several years now. He distributed a map to those present in order to illustrate the geographical boundaries referred to during the discussion.

By way of background, Vice President Blumer told the Senate that the D.C. Board of Zoning Adjustment (BZA) had approved the GW Campus Plan by final order in January, 2002. The plan which was finally approved had several rather stringent contingencies attached to it in that it required the University to house 70% of its under -graduate population, up to a total of 8,000. Thereafter, the BZA order required that the University provide one additional bed for every full-time undergraduate above an enrollment of 8,000 in that category. Further, those University-housed undergraduates were to be housed either within the campus boundaries, or outside of the Foggy Bottom/West End area as defined by the BZA. The order was to be effective until August 31, 2006, after which 70% of all undergraduates were to be housed solely within campus boundaries. Significant in this order, Vice President Blumer added, was the fact that the BZA did not allow GW to count 1400 students living in campus housing outside the current campus boundaries in the Aston, City Hall, Pennsylvania House, and the Hall on Virginia Avenue despite the fact that these facilities are legally operated as dormitories under

D.C. zoning regulations. The BZA order also required that the University house all of its freshmen and sophomores, with certain exceptions, in university housing on campus. This is significant, he said, because the HOVA was specifically designed for freshmen and is legally operated as a dormitory.

Following receipt of the BZA order, the University filed appeals in both federal and local courts. In federal court, the University requested relief by asserting that several conditions of the order – generally the housing requirements and the on-campus housing requirements of freshmen and sophomores violated various rights guaranteed by the U.S. Constitution under the substantive due process clause. The University also filed a separate action in the D.C. Court of Appeals requesting its administrative review of the BZA order.

It was agreed among parties to the case that the local court action would be stayed until the University's case made its way through the federal courts.

In April, 2002, most of the provisions in the BZA order were struck down by Judge Oberdorfer in the trial court as violations of the University's constitutionally-guaranteed substantive due process rights. The District of Columbia appealed this decision to the U.S. Court of Appeals for the D.C. Circuit. The appeal was heard by a three-judge panel of this Court, and in a decision issued February 4, 2003, Judge Oberdorfer's ruling was reversed. Vice President Blumer added that the Appeals Court agreed that the University had a property right recognizable under the U.S. Constitution, but that rules imposed by the BZA order did not violate the University's substantive due process rights.

Vice President Blumer said that the University has directed its outside counsel, Shaw Pittman, aided by Arnold and Porter, to seek a review of the Appeals Court decision by initially requesting a re-hearing en banc, or by the full court rather than a three-judge panel. That request for re-hearing by the full Court of Appeals will stay the order of the three-judge appellate panel overturning Judge Oberdorfer's decision in the trial court until such time as the request is decided by the full Court. Should the request for re-hearing be denied, a stay of the three judge panel's decision could also be requested so that the University could seek a writ of certiorari from the U.S. Supreme Court.

At the same time, Vice President Blumer continued, the University has also directed its Counsel to reinstitute the petition in the D.C. Court of Appeals which was stayed by agreement of the parties in connection with the University's appeal to the federal courts. The basis of this petition for review by this local court is that the BZA order of January, 2002 was not supported by substantial evidence, and that it violated District law, specifically the D.C. Human Rights Act, which defines matriculation (student status) as a protected class shielded from discrimination. The first step in this appeals process is complicated, he said, as the University must first request relief from the BZA, and can only petition the D.C. Court of Appeals following a BZA decision on these issues.

Under the terms of the BZA order which has been reinstated at this point, if the University is not in compliance with any of the operative conditions or its order, no zoning approvals, building permits, or certificates of occupancy may be granted to the University for non-residential facilities on campus. In addition, approvals and permits already granted for buildings approved under the new Campus Plan are subject to suspension or revocation. While the University has formulated preliminary plans and recommendations for coming into compliance with the BZA order, it is also pursuing legal avenues of relief available to it. Vice

President Blumer then introduced Mr. Charles Barber, Senior Counsel in his Office, to explain the zoning matter further.

Mr. Barber briefed the Senate on the background of this zoning issue, saying that the case is a result of zoning regulations in the District of Columbia which require colleges and universities in residentially zoned neighborhoods to get periodic approval to operate their campuses. This is done through a special exceptions process, the intent of which is to make sure the operation of the campus does not create an objectionable impact on surrounding residential properties. Thus, every ten years or so, every college or university in these special exception zones has to negotiate the process of getting their campus plan approved. In addition, every time a building on the approved Plan is to be constructed there is another process to review the impact of the particular building on the surrounding residential properties.

In the process of seeking approval for GW's Campus Plan, Mr. Barber said, the University proposed what it thought was an aggressive plan to create more campus housing. Ultimately, he added, the BZA did not allow the University to count 1400 beds of University housing outside of campus boundaries, but operated legally as dormitories under existing zoning regulations. The University's arguments that it should be allowed time to meet the requirement of housing of 70% of undergraduates on campus was, unfortunately, rejected both by the BZA and the U.S. Court of Appeals on the federal level. However, Mr. Barber said that he thought the University still had good alternatives remaining in the local courts based upon provisions of the D.C. Human Rights Act.

In his capacity as Chair of the Senate's Fiscal Planning and Budgeting Committee, Professor Griffith asked if some of the University's current plans for capital expenditures, such as constructing a building for the Business School, would be put on hold until issues were resolved at both the federal and local levels.

Vice President Blumer responded that, while it was impossible to predict the future, one possible outcome might be that there might be a delay in construction of non-residential buildings. The worst case scenario, he said, would be delays until the University complied with all of the BZA's requirements for housing students on campus. The construction of residential buildings, he said, is permissible under the BZA order, and work would continue on them.

President Trachtenberg then said that there were three permitting points for the Business School building. First, he said was a permit to excavate, which the University had secured. The second permit would allow for the foundation, sheeting, and shoring of the building. This second permit has already been requested. A third permit would be required for construction of the building. A key element in all of this, he said, was whether or not the BZA would ultimately allow the University to count beds provided in the HOVA toward the total of required campus housing for undergraduates, and thus allow construction to proceed. In a sense, he added, the University is in an impossible position with regard to the construction of residential buildings, given the time mandated for completion of the buildings and the time it takes for obtaining the permits and building the facilities.

Professor Harrington asked if completion of the residential buildings currently under construction would bring the University into compliance with the BZA's 70% requirement, at which point the matter would become moot. The President responded that the University

would be something like 100 beds shy of requirements in that case. Mr. Barber added that another problem is that the newest residence hall would not be on line until 2004. The President then recapped the University's dilemma, where neither students living within campus boundaries in non-University owned housing could be included in the count; nor could students living in University housing outside the campus boundaries in the Foggy Bottom/West End be counted. He added that he felt that some negotiation should take place concerning zoning requirements and University-provided/student housing.

Professor Gupta observed that the University is out of compliance at this point with the BZA decision, and asked if the University was going to be able to house additional students on campus. The President responded that, while this was not a possibility, the University had devised a plan to provide additional student housing which would be implemented if necessary.

Professor Griffith said he wanted to express his thanks publicly to Professor John Banzhaf for posting on his website the decision of the Court of Appeals. It had been helpful, he said, to be able to look at it. He then invited the General Counsel's office to make available such important decisions to Senate members for download, if they so desired. Vice President Blumer said that he thought this was a good suggestion. (The map illustrating the boundaries of the GW campus and the Foggy Bottom and West End neighborhoods distributed by Vice President Blumer is attached to the minutes.)

INTRODUCTION OF RESOLUTIONS

No resolutions were introduced.

GENERAL BUSINESS

I. NOMINATIONS TO SENATE STANDING COMMITTEES FOR THE 2002-03 SESSION

On behalf of the Executive Committee Professor Robinson moved the nominations of the following individuals to Senate Standing Committees: Admissions Policy, Enrollment Management, and Student Financial Aid: Eric R. Daleo, ex officio, student liaison; Educational Policy: Vikram Bakhru, ex officio, student liaison; Fiscal Planning & Budgeting: Professor Frederick W. Lindahl

II. NOMINATIONS TO ADMINISTRATIVE COMMITTEES FOR THE 2002-03 SESSION

On behalf of the Executive Committee Professor Robinson moved the nominations of the following students for appointment to Administrative Committees: Joint Committee of Faculty and Students: Jessica Duffy, Adam Greenman, and Omar Woodard

III. REPORT OF THE EXECUTIVE COMMITTEE

Professor Robinson presented the Report of the Executive Committee, which is enclosed.

BRIEF STATEMENTS (AND QUESTIONS)

In connection with the discussion of the Campus Plan, Professor Robinson said she thought that there had been some discussion of constructing a multi-use building on the old GW Hospital site. The President confirmed that this was a possibility. Professor Robinson then said that some time ago the possibility of forming a committee to discuss what sort of academic use might be made of the site was considered, and she asked if this was still contemplated. The President replied that such a committee was still a possibility, although that was in the future. Without a lot of consultation, he said he thought the University was pretty committed to providing a building for the SPHHS. One of the things that tilted the administration in favor of this plan was the School's proximity to the Medical School and the new Hospital, and the possibility that the SPHHS would become one of the premier schools of its kind with cooperative ties to the Pan American Health Organization and the Institute of Medicine. The President added that he thought it possible that a residential component might be included, and the balance might be income-producing. Given that, he added that there was still a very real opportunity for Senate participation in the decision-making process.

Professor Griffith said that for several years a sort of "dummy variable" for a science building had been included in the out-year budget plans for capital expenditures. He asked if that part of the contemplated building used for academic purposes might be devoted to improving the University's scientific labs, the quality of which has long been criticized. The President replied that possible assignment of the SPHHS to the old hospital site would very likely have a domino effect, freeing up vacated space in Ross Hall. The President noted that Ross Hall could use some improvements, and that it might then be possible to house the Biology Department there. Another possibility, he added, might be the enlargement of Corcoran Hall (an existing science building). Professor Griffith then said that he hoped the Senate might be invited to play a role in the discussion about use of the old hospital site, because it is of major importance for the development of the campus in many respects.

In response to Professor Robinson's Report and her request that Senate members inform their colleagues that tenure is not a pre-requisite for membership on Senate Standing Committees, President Trachtenberg said he thought that, if committee service was not viewed favorably by promotion and tenure committees, there is a disincentive for non-tenured faculty to undertake such service. Professor Robinson said that service is a required component in the tenure decision, and that it is one of the criteria looked at by promotion and tenure committees. Discussion followed on this topic. Professor Gupta said he thought it might be a good idea to remind deans and department chairs that committee service was a possible avenue of service for non-tenured faculty. Professor Castleberry said he thought if GW is delimiting the role of service in the triumvirate of what is expected of contract and junior faculty and on the one hand holding out service opportunities while at the same time advising non-tenured faculty not to pursue these, this was a contradiction. Professor Wilmarth said he appreciated the President's remarks because this has been a concern to him -- service seems to have been depreciated, not only within the Senate, but within the schools. There is little regard for service even on important Committees, and the University cannot function effectively unless people contribute both in their schools and at the Senate level. Professor Wilmarth encouraged the President and other executive officers to send positive signals through the deans saying in fact, the administration does care about service; it does call on the deans to encourage their faculty to serve, and promotion and tenure committees should be reminded that service, in fact, matters. At present, he concluded, it seems that service matters least of

the three expectations for faculty. President Trachtenberg said he would be happy to do these things, but that he thought it matters a great deal what happens within departments.

Vice President Lehman said he agreed with the President that the true responsibility lies with the department and that the tone for what the University is evaluating when it comes time for tenure, promotion, or pay raises, is set by the deans and the departments. Of far greater concern, he said especially when it comes to tenure and promotion, is a tendency to almost devalue teaching, which is set forth in the Faculty Code as the most important component of faculty responsibilities here at the University. Research and scholarship, in effect, follow from that particular point, and peer evaluation of teaching is very important. It is important, he said, for junior faculty to focus on teaching, research, and scholarship, and if they perform service, it probably should be on the departmental level.

Professor Griffith said he respectfully disagreed with the view just expressed by Vice President Lehman, and that a real effort should be made to insist on faculty service. Faculty in the first few years of service can perform committee service in their college or department, but the Faculty Code requires service, and the message needs to be communicated to faculty that it always counts. While it is important, he said not to elevate service to the point where it devalues teaching, faculty need to see themselves as part of a community, and their contributions to the community as a significant part of their evaluations.

President Trachtenberg asked the Senate if the recent letter in The Hatchet concerning faculty coming late to class regularly was something that was widespread or should be looked into. Professor Harrington said the matter was a departmental one, surely, as faculty have to meet their classes on time. President Trachtenberg said he thought he might have Vice President Lehman look into the matter.

Professor Robinson asked President Trachtenberg about the entries in the University telephone book and online directory referring to Louis Katz as "Executive Vice President." It was the Senate's understanding, she added, from what the President had said and written, and information contained in press releases, that this individual is the "Executive Vice President and Treasurer." If this individual's title, is in fact, that of "Executive Vice President," then this would be of great concern to the Senate in terms of the administrative reporting structure and its effect on the academic side of the University. The President confirmed the latter title and the fact that Mr. Katz is still the Treasurer. He then read the entry concerning administrative promotions in the January 21 issue of By George which he happened to have with him. He then said that the University has an Executive Vice President and Treasurer whose portfolio engages the business and administrative sides of the University, and an Executive Vice President for Academic Affairs whose portfolio is the academic side of the University. Professor Robinson asked if the entries would be corrected.

Professor Wirtz said he did not believe correction of the directory entries was the real issue as there have been discussions over the last year or so in which the Senate expressed great concern about the subjugation of the Academic Vice President to the role of Provost. The fact that these entries reflect an unqualified Executive Vice President title conveys that same sort of demotion and would be of very real interest to the Senate. The President said he thought the question had been asked and answered. Professor Wirtz then asked if the President knew of anything in writing that would provide Vice President Katz license to call himself Executive Vice President rather than Executive Vice President and Treasurer. The President answered that he was uncertain what was meant by "anything in writing." Professor

Wirtz then asked by what license Mr. Katz was calling himself the Executive Vice President, and the President responded that he was unaware that Mr. Katz was calling himself that. It seemed to him, he added, that he thought what he was looking at was a telephone book.

Professor Wirtz then asked if any corrective action would be taken to make sure that whatever has caused this problem will not continue. The President said he felt he was being harassed here, as he had answered the original question about Mr. Katz's title. Professor Wirtz then asked for a response to his follow-up question, and the President said that he did not know what had caused the problem, so therefore he did not know what action needs to be taken. Professor Gupta then suggested that someone simply change the directory entries.

The President then said that Mr. Katz has to be the Treasurer under the University's governance documents, and that if he is not, then someone else has to be so designated. He then reconfirmed his prior assertions about Mr. Katz's correct title and responsibilities.

Professor Wilmarth said he was glad the President had mentioned the article in By George, since he found it extremely helpful. In particular, the article affirmed that the Executive Vice President for Academic Affairs would have primacy and primary control over all academic programs, and it went on to say that the new Provost, in his capacity as Vice president for Health Affairs, would continue to report to the Executive Vice President for Academic Affairs with respect to academic matters in the Medical School and in the School of Public Health and Health Services. The President then said he had proofread the magazine article, but he had not done so with the telephone directory and that in fact, the information in the magazine was correct.

Professor Simon then advised the Senate that people seeking care at the Medical Faculty Associates should know that all of the e-mail addresses for this group in the telephone directory are wrong and that the correct suffix is (e-mail address) @MFA.gwu.edu. Professor Haque also noted that his entry was wrong in the directory. A further short discussion followed with suggestions that the University publish another telephone book, or correct the electronic directory, or issue an addendum to the newly published directory.

Professor Castleberry reminded the Senate that the Senate was supposed to receive a report concerning the Compliance Help and Referral Line, and he asked if this would be made during this Senate Session or next. Professor Robinson replied that she hoped it would take place this Session, and added that the Executive Committee would look into it.

ADJOURNMENT

There being no further business before the Senate, a motion to adjourn was made and seconded, and President Trachtenberg adjourned the meeting at 3:45 p.m.

Dennis L. Geyer
Dennis L. Geyer
Secretary

A TRIBUTE TO THE MEMORY OF DENNIS HOWARD HOLMES

It is with deep sorrow that The George Washington University makes record of the death on December 20, 2002, of Dennis Howard Holmes after a long struggle with cancer.

A native of Torrance, CA, Professor Holmes received a B.A. in 1962 from the California State University, San Jose, a M.A. in counseling psychology in 1971 from Wayne State University, and a Ed.D. in educational psychology in 1978 from the University of Southern California.

In the 1960s and 1970s, Dennis Holmes worked for the United States Defense Department's dependents school system in Germany, first as a family counselor and later as a supervisor of counselors. He moved to Washington, DC, in 1976 to become Director of Research and Evaluation for the entire dependents school system.

Dr. Holmes joined The George Washington University's Department of Education (now the Department of Educational Leadership) as a part-time Assistant Professorial Lecturer in 1979. He was appointed Associate Professor of Education in 1981, was promoted to Professor of Education in 1987, and was awarded tenure in 1988. Elected Chair of the Department of Educational Leadership in 1997, he resigned in 2001 to the great regret of his fellow faculty due to failing health.

Dennis Holmes served as a member of the University Faculty Senate from 1990 through 1994, was a member of its Executive Committee for two years, and was an ex-officio member of the University and Urban Affairs Committee.

In 2001, Professor Holmes was awarded the George Washington Award in recognition of outstanding contributions to the University. The following quote from one of the nominating letters expresses well his influence on the GW community: "He possesses the capacity to see the best and thus bring out the best; his visionary leadership has transformed people and circumstances, exemplifying the power of commitment and courage."

Dennis stressed and demonstrated excellence in teaching throughout his career. He was a skilled and compassionate mentor to both students and faculty. His gentleness, together with his ability to make you feel important and listened to, made every encounter—no matter how formal or informal—a very personal one. All who knew him at GW—students, colleagues, and friends—will miss him greatly.

Be it resolved that these remarks be incorporated in the minutes of the Senate and a copy sent to Professor Holmes's beloved companion, his wife and children, and his parents.

Ralph O. Mueller
Chair, Department of Educational Leadership and
Professor, Educational Research Methods

February 14, 2003

A Tribute in Memory of Helen Bates Yakobson

Helen Bates Yakobson came to The George Washington University by a circuitous route. She was born in St. Petersburg, but her family fled from Russia to Manchuria following the communist revolution. After completing her secondary and university studies, she worked as a journalist, and later joined the faculty of the Tientsin Russian school. Upon the Japanese invasion of China, she fled to the United States settling first in New York, where she was employed at the Voice of America, and then in Washington, D.C.

In 1951 she joined The George Washington University faculty. Professor Yakobson was instrumental in establishing the Slavic Language program and served as Chair of the Department from 1958 until 1969. She was one of the first women at the University to be elected to such a post.

A superb teacher, effective, attentive, and enthusiastic with respect to her many students, Professor Yakobson was selected as the University's Outstanding Professor of the Year in 1966. She was the author of eight Russian language texts, which found broad usage throughout the United States. Dedicated to the expansion of the study of Russian and other Slavic languages, she was an active participant in numerous East European language and cultural associations. She was elected president of the American Association of Slavic and East European Languages. In 1995 she received an award from the Embassy of Russia for her role in the "Preservation and Development of Russian Cultural and Spiritual Values."

Professor Yakobson provided a remarkable level of service to the University through her work in Columbian College and in the Faculty Senate. She was a member of the Senate from 1962-1966, serving as Chair of the Student Relations Committee (now the Joint Committee of Faculty and Students). From 1967 until her retirement in 1983 she volunteered her time to the work of numerous Senate committees, especially those focused on faculty/student concerns. As with her teaching, her approach was characterized by energy, tact, and enthusiasm.

Professor Yakobson was beloved by generations of students to whom she introduced Russian language and broader Slavic culture. Her many colleagues throughout the University held her in the highest esteem, recognizing the enduring impact of her contributions, professional and personal.

I ask that these remarks be made part of the record and that, with the heartfelt sympathies of her many friends at The George Washington University, a copy be forwarded to Professor Yakobson's family.

Lilien Filipovitch Robinson
Chair, Executive Committee
Faculty Senate

February 14, 2003

The George Washington University Libraries
Summary of Rankings
among
Association of Research Libraries
For
FY 2001

Among the 124 total members of the Association of Research Libraries, 113 are university libraries and 11 are non-university. The latter group includes such research libraries as Smithsonian Institution, National Agricultural Library, Library of Congress and National Library of Medicine, among others. Of the 113 university libraries, 99 are U.S. and 14 are Canadian.

In the summary below, GW's rankings at the end of FY 2001 among its peer institutions are presented first among the 99 U.S. universities and then among the 113 U.S. and Canadian universities combined. Totals for GW are for all 5 libraries, including Law and Medical.

Category	U.S. Only (Base: 99)	U.S. & Canada (Base: 113)
1. Volumes in Library	96	105
2. Volumes Added (Gross)	95	107
3. Current Serial Subscriptions	84	88
4. [Collection] Materials Expenditures	71	75
5. Salaries & Wages Expenditures	66	70
6. Total Library Expenditures	60	63
7. Expenditures for Serials	79	85
8. Monographs Purchased	91 *	93 **
9. Total Items Loaned (ILL)	59	65
10. Total Items Borrowed (ILL)	6	8
11. Professional Staff (FTE)	56	60
12. Total Staff (FTE)	59	64

* Only 96 U.S. libraries reporting ** Only 101 U.S/Canadian libraries reporting

Gelman Library System
FY03 Budget Ratio Analysis

GLS C-Fund	
Gelman Library	9,635,373
Eckles Library	444,190
VA Campus Library	477,080
Total FY03 C-Fund Budget	10,556,643

	GLS R-Funds	
	Library E&R Fund	95,199
*	Gift Book Fund	(7,277)
*	Endowment Income Book Fund	272,019
*	Gelman Fund-Endowment Income	547,981
*	Mason Fund	192,093
*	Ebling Funds	192,417
	Fines	245,793
	Student Tuition Gift (average yearly income)	500,000
	Total Available from R-Fund	2,038,225
	Total Gelman Library System FY 03 Budget	**12,594,868**
	Percent of GLS Budget support by University	**84%**
	Percent of GLS budget supported by "Other"	**16%**

***Used exclusively to purchase Collection Materials**

Gelman Library System Advancement: 2002 – 2003

OUR DONORS: Retired Faculty, Alumni, Friends of the Libraries, Students, Parents, Neighbors

Raised $1 million in new cash and commitments; 2nd million in process:

- $25,000.00 for the official Two-millionth Volume (from GW Professor James C. King)
- $100,000.00 to build an electronic classroom
- $100, 000.00 to name the GW Memorabilia Room
- Two $250,000.00 bequest provisions for collection development
- $250,000.00 annuity for Library (unrestricted)
- $200,000.00 committed for a Gelman Starbucks Café
- $164,000.00 first year Annual Fund (surpassed this amount in December)
- $50,000.00 for new furniture
- $25,000.00 for collection development
- $25,000.00 for Kiev Collection Reading Room digital scanner
- $25,000.00 for Kiev Scholarship

Provided funding for major Library initiatives:

- Africana Research Center Curatorship (in process)
- Kiev Collection curatorship and collection development
- Electronic Classrooms (one funded, of several needed)
- New furniture/study carrels (continuing)
- Unrestricted funds (continuing)

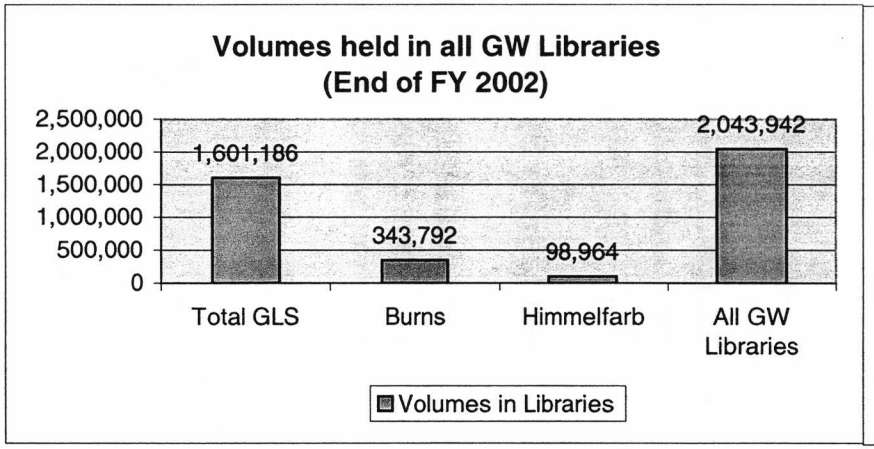
Reinforced Library System Support:

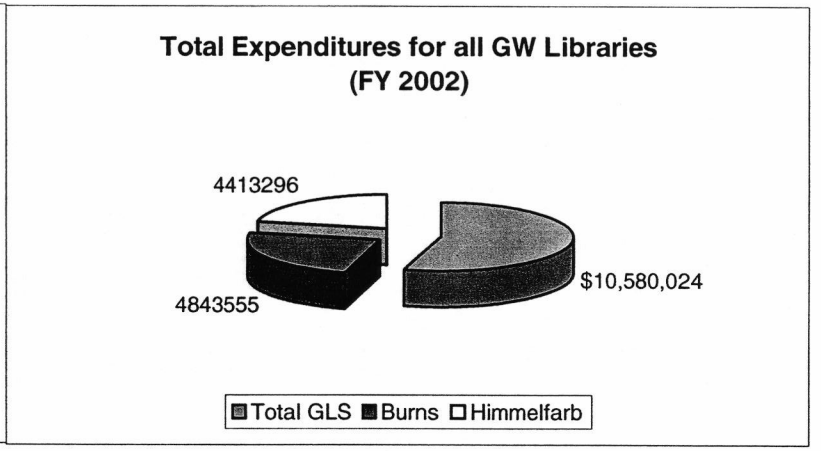
- Established a Library Annual Fund appeal
- Established a Planned Giving program
- Upcoming Special Events:

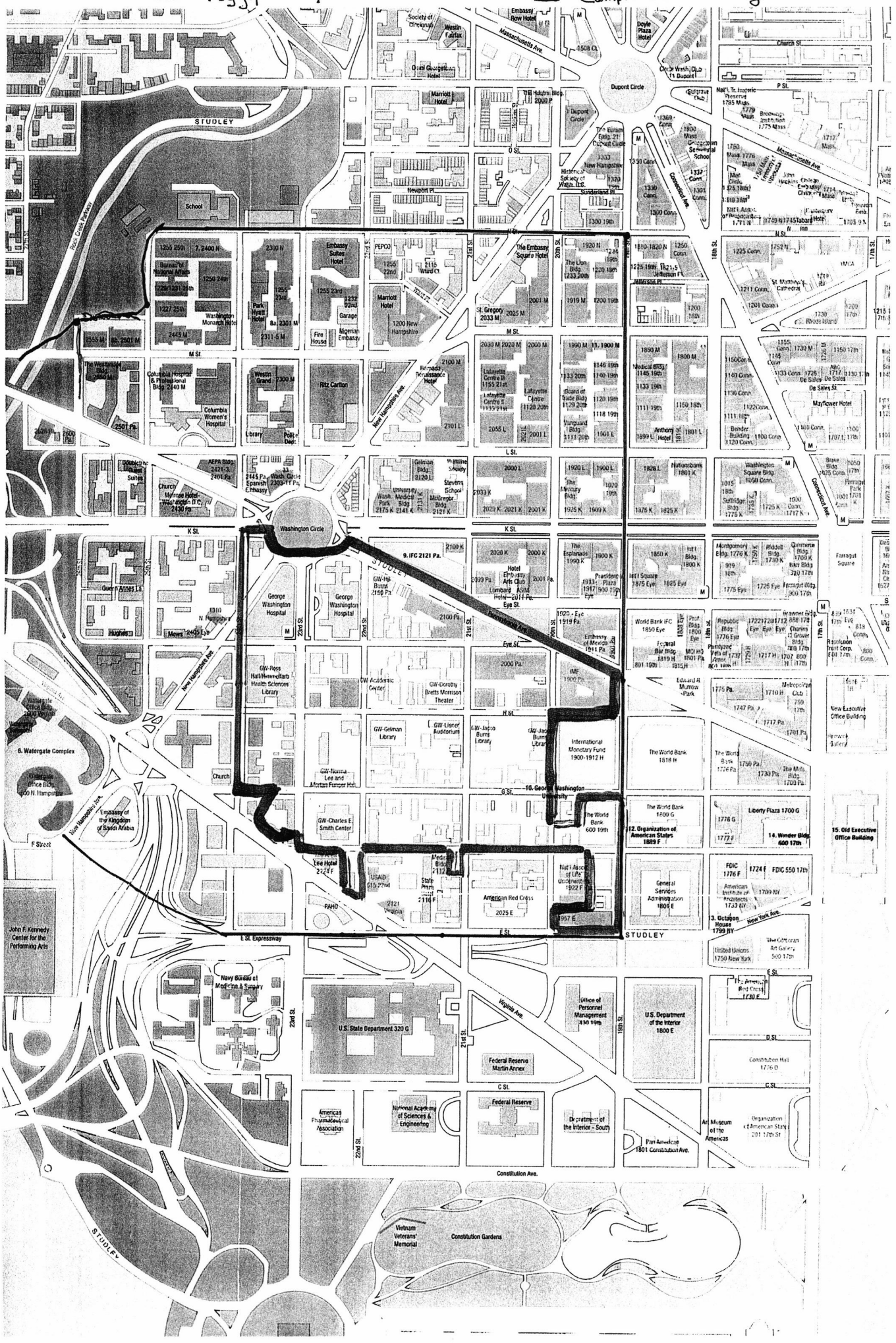
 * "Estelle Gelman Day" all day April 23, with John Safer talk at 3:00 p.m. in 24-hour Reading Room
 * Friends Annual Dinner "Covering and Uncovering Washington" with Bob and Jane Levey (April 23, 2003; 6:00 p.m. at the Cosmos Club)
 * Gelman Library System International Film Series

GELMAN LIBRARY SYSTEM: *Facts-at-a-Glance*

Close of FY2002 Categories	GLS	Burns	Himmelfarb	All GW Libraries
Volumes in Libraries	1,601,186	343,792	98,964	2,043,942
Volumes Added (Gross)	26,587	10,369	1,925	38,881
Current Serial Received	10,019	5,373	1,246	16,638
(Collection) Materials Expenditures	$4,532,026	$2,479,285	$1,084,238	$8,095,549
Expenditures for Serials	$2,669,601	$1,307,403	$933,836	$4,910,840
Monographs Purchased	$4,532,026	$976,031	$126,202	$2,143,369
Total Library Expenditures	$10,580,024	$4,843,555	$4,413,296	$19,836,875
Total Items Loaned (ILL)	25,596	3,243	1,457	30,296
Total Items Borrowed (ILL) (ILB?)	43,043	1,103	1,456	45,602
Salaries & Wages Expenditures	$4,537,252	$1,930,440	$1,295,263	$7,762,955
Professional Staff (FTE)	36	18.5	15	69.5
Total Staff (FTE)	159	44	37	240






"Foggy Bottom/West End Area"
Campus Plan Boundary
Dupont Circle
Washington Circle
Constitution Gardens
Vietnam Veterans' Memorial
STUDLEY
Rock Creek Parkway
New Hampshire Ave.
Massachusetts Ave.
Connecticut Ave.
Virginia Ave.
New York Ave.
E St. Expressway
Foggy Bottom-GWU
Eye St.
H St.
G St.
F Street
K St.
M St.
L St.
N St.
P St.
C St.
D St.
E St.
9. IFC 2121 Pa.
10. George Washington University
12. Organization of American States 1889 F
14. Winder Bldg. 600 17th
15. Old Executive Office Building
6. Watergate Complex
3. Octagon House 1799 NY
U.S. State Department 320 G
U.S. Department of the Interior 1800 E
Federal Reserve
Federal Reserve Martin Annex
Constitution Hall 1776 D
Organization of American States 201 17th St
Pan American 1801 Constitution Ave.
Department of the Interior - South
National Academy of Sciences & Engineering
American Pharmaceutical Association
Navy Bureau of Medicine & Surgery
John F. Kennedy Center for the Performing Arts
Embassy of the Kingdom of Saudi Arabia
Washington Monarch Hotel
Ritz Carlton
Marriott Hotel
Embassy Suites Hotel
Embassy Row Hotel
The Embassy Square Hotel
Westin Fairfax
Westin Grand
Park Hyatt Hotel
Fairmont Washington, D.C.
Georgetown Hotel
Doyle Plaza Hotel
Anthony Hotel
Mayflower Hotel
Farragut Square
Lafayette Square
Columbia Hospital for Women
George Washington Hospital
Lafayette Centre
Lafayette Centre II
Lafayette Centre III
Vanguard Bldg.
Board of Trade Bldg.
Bender Building
Washington Square Bldg.
Sutherland Bldg.
Blake Bldg.
Nationsbank
The Mercury Bldg.
The Esplanade
Hotel Embassy Arts Club
Lombard Hotel
Hall Square
Montgomery Bldg.
Riddell Bldg.
Quinn Bldg.
Barr Bldg.
Farragut Bldg.
Republic Bldg.
Pharmacopeia
Edward R. Murrow Park
Metropolitan Club
New Executive Office Building
The World Bank 1818 H
The World Bank 1776 Pa.
The World Bank 1800 G
The World Bank 600 19th
International Monetary Fund 1900-1912 H
IMF 1900 Pa.
Liberty Plaza 1700 G
General Services Administration 1800 E
FDIC 1776 F
FDIC 550 17th
American Institute of Architects 1735 NY
United Nations 1750 New York
The German Art Gallery 500 17th
American Red Cross 2025 E
American Red Cross 1730 E
Nat'l Assoc of Life Underwriters 1922 F
Nat'l Trust for Historic Preserve 1785 Mass.
Brookings Institution 1775 Mass.
Historical Society of Wash. D.C.
Sunderland Pl.
Newport Pl.
Jefferson Pl.
Decatur Pl.
Thomas Circle
Dupont Circle
Church St.
Society of Cincinnati
Queen Anne's Ln.
Hughes
Mews
Church
Embassy of Greece
Embassy of Nigeria
Embassy of Spain
Embassy of Monaco
Embassy of Switzerland
Embassy of Ireland
Embassy of Austria
Embassy of Italy
Embassy of Japan
Embassy of Mexico
Embassy of Canada
Embassy of Germany
Embassy of Finland
Embassy of Sweden
Embassy of Norway
Embassy of Denmark
Embassy of Iceland
Embassy of Portugal
Embassy of Belgium
Embassy of Luxembourg
Embassy of Netherlands
Embassy of Switzerland
Embassy of Ireland
Embassy of Austria
Embassy of Italy
Embassy of Japan
Embassy of Mexico
Embassy of Canada
Embassy of Germany
Embassy of Finland
Embassy of Sweden
Embassy of Norway
Embassy of Denmark
Embassy of Iceland
Embassy of Portugal
Embassy of Belgium
Embassy of Luxembourg
Embassy of Netherlands

REPORT OF THE EXECUTIVE COMMITTEE
Professor Lilien F. Robinson, Chair

February 14, 2003

Executive Committee Actions

The Executive Committee, jointly with the Executive Vice President for Academic Affairs, appointed the following to the Teaching Evaluation Task Force.

Faculty: Diane Brewer, Roy Guenther, Michael Sodaro
Students: Kathryn Allarde, Justin Cohen, Matt Riciardi
Administration: Peter Rollberg

The Executive Committee also appointed the following as Senate representatives to the Trachtenberg Prize Committees.

Teaching: Arun Malik, Economics
Research: Tyler Anbinder, History
Service: William Parke, Physics

Other Matters

The Executive Committee requests your assistance in informing colleagues that tenure is not a pre-requisite for membership on Senate Standing Committees. In at least one school a number of faculty members have that understanding. Please urge your colleagues to volunteer for committee service. Should they no longer have the forms that were sent out, the Senate Office will be happy to supply additional copies.

The preparation of the Faculty Code for the new printing is almost completed. The Executive Committee is grateful to Sue Campbell, Nina Posidelow, and Academic Editor Judy Arkes for their assistance.

March Senate Meeting

Two reports have been scheduled for the March meeting.

1. A report on the College of Professional Studies, as required by Resolution 00/3: "…that during each of the first years of activity of the new organization the VPAA present a report to the Faculty Senate on its activities and achievements… "

2. A report on Columbian College will be presented by Dean Frawley.

At the March Senate meeting there will be an election of the Nominating Committee to propose a slate of nominees to serve on the Executive Committee for the 2003-04 academic year.

Executive Committee Meeting

The Executive Committee will be meeting on Thursday, February 27. Resolutions, reports, and items of business should reach the Committee prior to that date.

THE GEORGE WASHINGTON UNIVERSITY
Washington, DC

The Faculty Senate **February 3, 2003**

The Faculty Senate will meet on Friday, February 14, 2003, at 2:10 p.m., in the Alumni House, First Floor, 1925 F Street, N.W.

AGENDA

1. **Call to order**

2. **IN MEMORIAM:**

 Dennis H. Holmes, Professor Emeritus of Education
 Helen Bates Yakobson, Professor Emeritus of Russian

3. **Approval of the minutes of the regular meeting of December 13, 2002, as distributed**

4. **Introduction of Resolutions**

5. **Update on the School of Public Health and Health Services: Interim Dean Richard F. Southby**

6. **Update on the Gelman Library: University Librarian Jack Siggins**

7. **General Business:**

 a) **Nominees for election to the following Senate Standing Committees: Admissions Policy, Enrollment Management, and Student Financial Aid: Eric R. Daleo, ex officio, student liaison; Educational Policy: Vikram Bakhru, ex officio, student liaison; Fiscal Planning & Budgeting: Professor Frederick W. Lindahl**

 b) **Nominees for appointment to Administrative Committees: Joint Committee of Faculty and Students: Jessica Duffy, Adam Greenman, and Omar Woodard, student members**

 c) **Report of the Executive Committee: Professor Lilien F. Robinson, Chair**

8. **Brief Statements (and Questions)**

9. **Adjournment**

Dennis L. Geyer
Dennis L. Geyer
Secretary